

FY2016 AGENCY PERFORMANCE PLAN

Name of Agency: Department of Cultural Affairs			
Agency Mission: The Department of Cultural Affairs serves as a catalyst for ensuring the vitality of Iowa's cultural infrastructure by aligning Federal, State and local resources toward the enhancement of Iowa's quality of life. The Department is committed to investing in the people, places and points of pride that define our state while preserving the stories of Iowa that celebrate our past and help inform our future.			
DCA Strategic Plan Core Strategies: A focus on the DCA Strategic Plan core strategies will position the department to be more efficient and effective, reinforce its purpose and assert its role as a driver for quality of life, economic development and growth across the state. <ul style="list-style-type: none"> Guide responsible management of cultural and heritage resources Amplify cultural education and outreach Strengthen organizational effectiveness Deliver exemplary customer service 			
Core Function Services, Products, Activities	Performance Measure(s)	Performance Target(s)	Link to Strategic Plan Goal(s)
13 – Community Coordination and Development SPA 259_13100 – Sustainable Community Development & Enrichment	SPA Measure 259_13100_007	100% Historic Tax Credits Application Responses within 60 days	<u>DCA Strategic Plan: Strategy 1:</u> Guide responsible management of cultural and heritage resources while serving as a catalyst for emerging trends. <ul style="list-style-type: none"> Encourage effective management of Iowa's cultural resources. Serve as a catalyst for cultural enrichment while cultivating emerging trends.
	SPA Measure 259_13100_008	2:1 Ratio of State's Investment in Grant Programs to Local Match	
	SPA Measure 259_13100_009	Number of Great Places Agreements = 30	

<p>Desired Outcome(s):</p> <p><i>Iowa's cultural and heritage resources connect generations in ways that help Iowans understand who they are, where they came from and where they are going.</i></p>	<p>Number of Great Places Agreements= 36. In 2015, DCA named five new Great Places. The new Great Places are Des Moines' Sixth Ave Corridor, Grinnell, Linn County, Manning, and Waukees Raccoon River Valley Trail. The program challenges Iowans to create community development proposals that exemplify bold thought and innovation; encourage creativity and entrepreneurship; foster a sense of place and identity; and demonstrate a commitment to enhancing community vitality and quality of life.</p> <p>SPA Measure 259_13100_010</p>	<p>Ratio of State's Investment in GP to Local Match 2:1</p>	
Services, Products, Activities	Performance Measure(s)	Performance Target(s)	Strategies/Recommended Actions

<p>1. Effectively manage and care for State Historical Museum artifacts and collections</p>	<p>A. Implementation of museum best-practices and industry standards in day-to-day collections management</p> <p>B. Development of museum revitalization strategy that addresses plans for facility improvements based on core functions and future needs, a newly imagined cultural hub with an updated visitor experience</p>		<ul style="list-style-type: none"> • A1 Implement museum exhibit rotation schedule • A2 Re-engage museum collections committee per Iowa code to review exhibit rotation needs and collections processes • A3 Develop comprehensive museum collections plan to address immediate needs and long term integrity of collection • A4 Implement recommended actions from Lord Cultural Resources report to address day-to-day collections care and best practices • B1 Engage Master Planning to study the opportunities for a State Historical Building Revitalization • B2 Execute successful RFP and procurement process to secure qualified contractor to undertake facility planning strategy
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2. Provide efficient delivery of State Historic Preservation Tax Credits	<p>Tax Credit stakeholder group was convened, recommendations were taken forth the Governor and Iowa Legislature for new Tax Credit Legislation with program improvements, including:</p> <ul style="list-style-type: none"> • Eliminate lottery-based reservation system; implement more predictable readiness-based application process • Elevate emphasis on project pre-planning, financing and timeline • Use similar approach to other state tax incentive programs to promote consistency for tax preparers and ease of administration 		<ul style="list-style-type: none"> • Continue to integrate new technologies to the process to improve user experience and increase efficiencies. • Administer \$45 million in FY14 tax credits more effectively by incorporating selection criteria • Manage new legislation and rules with enhanced program • Use tax credits as a catalyst for redevelopment of historic communities • Provide program training and technical assistance to generate more users and as a result, improve communities, quality of life and amenities through historic preservation and reinvestment • Host Preserve Iowa Summit
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<p>3. Provide investment in arts, history and place-making projects via Iowa Arts Council, State Historical Society and Iowa Great Places grant-making</p>	<p>Fiscal Year 14 IAC Statistics</p> <ul style="list-style-type: none"> • 362 Total Applications received, 39 from individuals, 323 from organizations • 235 grants, 12 to individuals, 223 to organizations • \$1,373,962 in grants (excludes returned grant dollars) • Grants were made in 59 counties • 4,312,149 were reported as being served by our grants (that is a little more than 141% of the population of Iowa, which is 3,046,355) • Cash match- \$1,828,928 direct match, with CLP 1:1 match it is \$2,653,868 <p>Source: IAC Database</p> <p>For the first time, all grant programs administered by the IAC will be accessible via a paperless, all-online application portal beginning with FY15 grant awards and the May 1, 2014 application deadline.</p>		<ul style="list-style-type: none"> • Introduce efficiencies to application schedule and process for FY14 grant cycle • Expect minimum 2:1 match of SHSI and IAC grants • Increase match expectation of Great Places grants • Host regular webinars to train applicants on new grant process and funding priorities • Re-introduce statewide grant workshops • Research private sector and Federal level grant programs for best practices and new trends in grant making
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<p>4. Produce Iowa, State Office of Media Production:</p> <p>A. Promote: Build awareness locally as well as nationally</p>			<p>Internal Marketing Plan</p> <ul style="list-style-type: none"> • Build awareness of the office to the general community in Iowa. • Become an integral part of Iowa's media industry <p>External Marketing Plan</p> <ul style="list-style-type: none"> • Position Iowa in the Hollywood industry <p>New Media</p> <ul style="list-style-type: none"> • Launch new website design/copy • Facebook/Twitter posts
<p>B. Facilitate: Once we get the media professional's attention, we need to be able to facilitate their productions in a friendly and professional way.</p>			<p>Production Requests</p> <ul style="list-style-type: none"> • Assist and streamline production needs for producers when contacted • Contract with local location scouts as needed • Continue to build alliances with state/city departments (<i>i.e.: one contact for DOT</i>) • Provide Media Production Directory for crew/support service/locations

<p>C. Educate: Education is the key to growing a more sustainable creative economy</p>			<p>Colleges/Universities</p> <ul style="list-style-type: none"> • Reach out to community colleges and universities. • Explore more opportunities at UI/Writer's Workshop <p>Professional Guidance</p> <ul style="list-style-type: none"> • Offer meet-ups with professionals to help incubate media projects through offering advice from the world of legal, accounting, marketing, incorporation, etc. • Host seminars and workshops on all aspects of production lead by Hollywood experts <p>Industry Socializing</p> <ul style="list-style-type: none"> • Offer regional meet-ups within the creative community to encourage cooperation among animation, gaming, apps, TV, film, etc. • Continue to host statewide summits for all film festival directors to swap success stories, network and strategize
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25 – Education SPA 259_25100 – Educational Programming, Access and Outreach	SPA Measure 259_25100_005	# of Visitors to the State Historical Museum, Historic Sites and State Archives Target = 100,000	<u>DCA Strategic Plan: Strategy 2::</u> Amplify cultural education and outreach <ul style="list-style-type: none"> • Create an infrastructure that provides the greatest access to Iowa's cultural resources. • Ensure constituents recognize and have ready access to genuine, authentic cultural experiences.
	SPA Measure 259_25100_006	Number of visitors to DCA Web Sites Target = 400,000	
Desired Outcome(s): <i>The DCA is dedicated to partnering with communities large and small to articulate a clear and dynamic cultural vision for Iowa while ensuring access to genuine, authentic cultural experiences.</i>	SPA Measure 259_25100_007	Number of Fans on IAC Live the Arts in Iowa Facebook Target = 3,000	
Services, Products, Activities	Performance Measure(s)	Performance Target(s)	Strategies/Recommended Actions

1. Develop mobile app to increase awareness of Iowa's cultural assets	<ul style="list-style-type: none"> Collected agency-wide inventory with more than 5,000 known cultural assets Source: new cultural app database Design user experience to align mobile app with department brand 		<ul style="list-style-type: none"> Build statewide inventory of cultural assets Create tours based on themes or geography Launch <i>Iowa Culture App</i> Summer 2015 Engage Iowans in using the App
2. Host Iowa Arts Summit	<ul style="list-style-type: none"> Convene leaders in arts and culture at a statewide conference dedicated to relevant discussions and professional development 		<ul style="list-style-type: none"> Identify advocates and leaders to inform and promote the conference Announce statewide conference theme January 20146

3. Provide meaningful Museum education programming	<ul style="list-style-type: none"> • Successfully hosted National History Day in Iowa 2014 with more than 750 participants <p>Source: NHD registration</p> <ul style="list-style-type: none"> • Secure sponsorships and earned program revenue to cover participant expenses for statewide competition, many went on to compete in DC for national competition • Provide history-based training opportunities for pre-service Iowa educators • More than 10,000 students to visit museum <p>Source: Museum daily attendance and school group reservation booking</p>		<ul style="list-style-type: none"> • Continue to focus on growing NHD program • Exceed History Day 20135 record of 1000 participants • Direct outreach to underserved students and areas across state • Secure financial sponsorships of education series to ensure programming stability • Provide curriculum and relevant educational information to teachers to enhance on-site visits or to bring history into their classrooms • Engage more than 10,000 students on-site at the State Historical Museum with educational programming

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16 –Conservation, Preservation and Stewardship SPA 259_16100 – Collections, Preservation, Stewardship and Management	SPA Measure 259_16100_003	# of People benefiting from DCA History, Culture and Arts Ed program Target = 22,000	DCA Strategic Plan: Strategy 3:: Strengthen organizational effectiveness Deliver exemplary customer service <ul style="list-style-type: none"> • Ensure constituent needs are met in a timely, professional manner.
Desired Outcome(s): <i>As a state agency, the DCA understands it must be accessible, knowledgeable, guiding and supportive of the people, projects and programs it serves. Most importantly, the DCA is committed to delivering exemplary service to the people of Iowa.</i>	SPA Measure 259_16100_004	# of People Impacted by Arts Projects Funded by IAC Target = 4,000,000	<ul style="list-style-type: none"> • Assure staff skills and backgrounds are appropriate to meeting constituent needs. • Improve and expand relationships with key stakeholders, decision makers and the public.
Services, Products, Activities	Performance Measure(s)	Performance Target(s)	Strategies/Recommended Actions

1. Implement departmental rebranding strategy	<ul style="list-style-type: none"> • Introduce updated department branding and digital communications • Working to combine all websites and anticipate completion in 2015 • Overhaul and condense departmental online and social media presence 		<ul style="list-style-type: none"> • Develop internal team to implement new branding and communications • Increase awareness of DCA programs and impacts through PR Campaigns • Implement website redesign and improve user interaction on the most important medium – new website • Work with consultant to integrate strategic communications plan
2. Identify key personnel needs	<ul style="list-style-type: none"> • Develop key leadership positions to ensure proper span of control across agencies and bureaus • Build staff skills to better utilize technology which will assist with their day to day activities and overall responsibilities 		<ul style="list-style-type: none"> • Assess functions of each bureau and skill sets of personnel • Continue to develop staff skills and update the department's offerings to reflect today's best business practices and technology integration • Utilize new database systems including Salesforce and updated versions of Infolinks, PastPerfect, Slideroom and other digital management systems to increase efficiency and user interaction

3. Invest in necessary office infrastructure	<ul style="list-style-type: none"> • Addressed technology needs at workstations and common areas and replaced equipment and desktop software • Identify equipment and software purchases to increase employee efficiency, especially to manage the collection and to digitize documents 		<ul style="list-style-type: none"> • Evaluate all personnel needs by Fall 2015 • Evaluate technology needs of each area • Prioritize needs and budget over three years

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19 - Economic Growth and Expansion SPA 259_19100 – Economic Growth and Expansion	SPA Measure 259_19100_001	# Employed by Arts, Culture, History Projects Result of ICCG Target = 150	DCA Strategic Plan: Strategy 4: Strengthen organizational Effectiveness <ul style="list-style-type: none"> Re-evaluate DCA responsibilities to ensure priorities are mission critical and carried through all levels of the organization. Manage and support internal and external change. Encourage and facilitate internal and external communication and collaboration opportunities.
	SPA Measure 259_19100_002	# Cultural Workers Receiving Prof Development through DCA Programs Target = 200	
Desired Outcome(s): <i>DCA will take a department-wide perspective in prioritizing the mission-based, broad range of programs and services with new efficiencies and collaborations.</i>	The DCA continues to demonstrate our commitment to developing the skills and networks of professionals in arts, history, media, culture and preservation and was proud to host and facilitate professional development conferences for more than a thousand of our partners in the creative sector at the Iowa Arts Summit, Preserve Iowa Summit, Iowa Public Art Network, and the first professional gathering for Iowa Film Festival Directors.		
Services, Products, Activities	Performance Measure(s)	Performance Target(s)	Strategies/Recommended Actions

1. Enhance departmental structure	<ul style="list-style-type: none"> • Implement organizational structure that ensures proper management and oversight • Resource Reallocation was met by updating roles of staff to better meet today's constituent needs. 		<ul style="list-style-type: none"> • Evaluate personnel, skill sets and duties • Ensure position descriptions are up-to-date and relevant • Engage staff in strategic initiatives to advance the department
2. Improve visitor experience for State Historical Building	<ul style="list-style-type: none"> • Address urgent deferred maintenance projects – ongoing basis • Improve visitor engagement and experience with improved customer service with dedicated staff who genuinely promote the State Historical Museum and Research Centers • Enhance the experience with improved way-finding signage and exhibit signage 		<ul style="list-style-type: none"> • Work with personnel to assess wayfinding and signage improvements • Update signage on exterior of building • Update signage throughout building • Create better visitor's desk experience with trained staff

3. Deliver high quality technical assistance to constituents	<ul style="list-style-type: none">• Devote agency resources toward staff outreach• Provide professional development opportunities to encourage skill development		<ul style="list-style-type: none">• Evaluate current workshops, turnout and effectiveness• Host effective workshops and webinars across state• Understand opportunities for each function of department• Align personnel with professional development opportunities
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